

# Adaptive capacity for marine protected area governance in the eastern Caribbean: project final technical report



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## ACRONYMS

CAMMA	Canaries & Anse La Raye Marine Management Area
CaMPAM	Caribbean Marine Protected Area Network and Forum
CANARI	Caribbean Natural Resources Institute
CERMES	Centre for Resource Management and Environmental Studies
GMPAs	Grenada Marine Protected Areas
LMMA	Local Marine Management Area
MBMPA	Molinère-Beauséjour Marine Protected Area
MPA	Marine Protected Area
NOAA	National Oceanic and Atmospheric Administration
OPAAL	
PM&E	Participatory Monitoring and Evaluation
SIOBMPA	Sandy Island/Oyster Bed Marine Protected Area
SMMA	Soufriere Marine Management Area
TCMP	Tobago Cays Marine Park
UWI	University of the West Indies
WCCBMPA	Woburn/Clarke's Court Bay Marine Protected Area

## ACKNOWLEDGEMENTS

The authors, all participants at the project writeshop, wish to thank all those who participated, however briefly, in the workshops, field trips and follow-up activities of the project. The attendance of policy makers and the media at workshop openings did much to elevate the profile of the project. The resource persons who helped to make the workshops and field trips successful were invaluable. The project would not have succeeded without the active support and engagement of other MPA and Fisheries Division staff in the three countries and the numerous local level stakeholders. The granting agency must be thanked for funding a project with a design and theme that was different from the usual. Funding innovation can be rewarding.

# INTRODUCTION

## Background

The Centre for Resource Management and Environmental Studies (CERMES) at The University of the West Indies' Cave Hill Campus in Barbados responded successfully to Funding Opportunity NOAA-NOS-IPO-2011-2002585 and entered into a Coral Reef Conservation Program (CRCP) International Coral Reef Conservation Cooperative Agreement from 1 October 2011 to 1 October 2012 (award NA11NOS4820012). The project entitled 'Adaptive capacity for MPA governance in the eastern Caribbean' had a total value of US\$230,000 with half from National Oceanic and Atmospheric Administration (NOAA) grant funding and the remainder matched mainly by CERMES with minor contributions from the participating countries - Grenada, Saint Lucia, and St. Vincent and the Grenadines. The participating sites were Molinère-Beauséjour Marine Protected Area (MBMPA), Woburn/Clark's Court Bay Marine Protected Area (WCCBMPA) in Grenada, Sandy Island/Oyster Bed Marine Protected Area (SIOBMPA) in Carriacou, Tobago Cays Marine Park (TCMP) in St. Vincent & The Grenadines and the Soufriere Marine Management Area (SMMA) in St. Lucia.

The project (CERMES 2011a) contributed to Priority Goal One of the NOAA CRCP International Strategy which is to: *work with regional initiatives to build MPA networks and strengthen local management capacity to improve and maintain resilience of coral reef ecosystems and the human communities that depend on them.*

More specifically it tackled Objective 2 which is to: *develop and implement comprehensive long-term capacity building programs for existing MPAs, based on capacity assessments to provide training, technical assistance, and follow-up support specifically for a number of identified areas and optional others.*

The cooperative agreement addressed the following:

- a. management planning and effectiveness evaluation;
- b. integrated monitoring linked to strategic planning;
- c. communication and community engagement; and
- d. strengthening governance and adaptation to change

The full project proposal (CERMES 2011a) sets out the justification for the project and the specific sites selected as partners.

## Goal and objectives

The overall goal of the project was to strengthen adaptive capacity building for the governance of MPAs in the eastern Caribbean based on resilience thinking at the site level (CERMES 2011a). Its three objectives are:

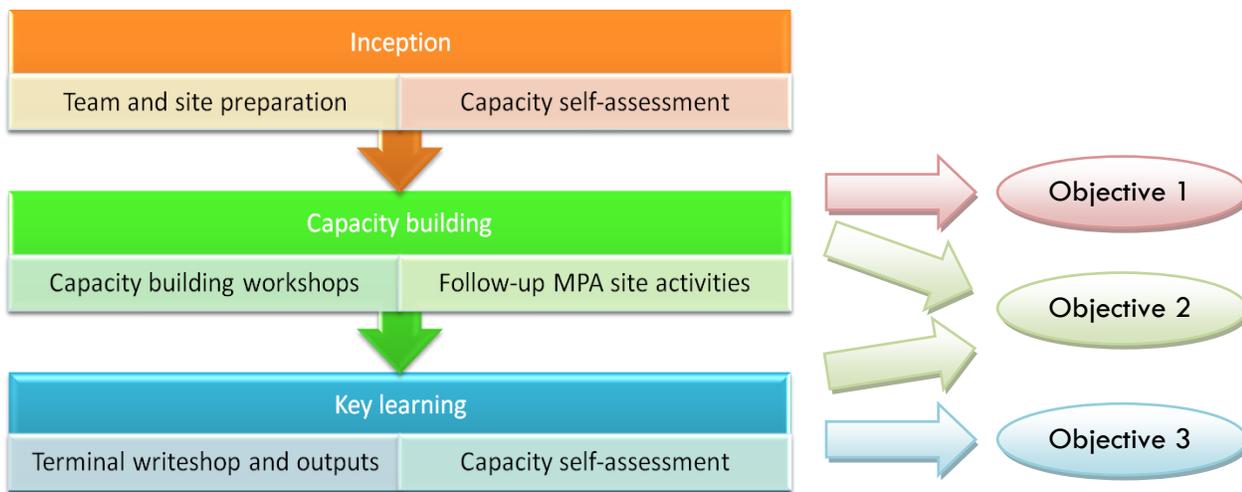
1. Develop the adaptive capacity of key stakeholders in Grenada for MPA governance mainly through four linked training workshops with follow-up practical learning by doing
2. Extend the above capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication
3. Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests

## About this report

This final technical report of the project on ‘Adaptive capacity for MPA governance in the eastern Caribbean’ summarizes project activities and shares key lessons learned from the project by MPA managers, staff and stakeholders on building resilience and adaptive capacity at each site. The target audiences are all MPA stakeholders and other interested government, non-government and private sector parties with emphasis on MPA managers, researchers, funding and donor agencies.

## IMPLEMENTATION STRATEGY

The implementation strategy used to achieve the project objectives in three linked phases is shown in Fig. 1.



**FIGURE 1 IMPLEMENTATION STRATEGY USED TO ACHIEVE PROJECT OBJECTIVES**  
(SOURCE: CERMES 2011A)

In the project proposal the Grenada MPAs were the target sites where capacity development was to be fully engaged. The Saint Lucia and St. Vincent and the Grenadines MPAs were secondary sites which presented the opportunity to compare with the target sites by extending the capacity building to learn what, if anything, should be done differently there. We did not assume that replication and scaling-up was straightforward.

During implementation we networked the comparison sites into the project to participate in the capacity building workshops and follow-up activities. They monitored and evaluated the project from the perspective of implementation at their sites. But they also engaged more fully than in the original design, which was a beneficial adaptation. From this, among other things, we learned more about scaling up and what works where, under which conditions, and why. Indeed the Grenada sites also learned from them. In the next few sections we explain each component of implementation in more detail.

## Approach

### *Inception*

Inception activities included the arrival of the MPA Specialist in Grenada where she was based throughout the project (CERMES 2011b). The CERMES leaders briefed and contracted her and the remainder of the resource person team. The team (with roles fully described in the project proposal along with the partner MPAs and their stakeholders) comprised the following (Table 1):

**TABLE 1 PROJECT RESOURCE TEAM MEMBERS  
(ADAPTED FROM CERMES 2011A)**

Organization	Project resource person
Centre for Resource Management and Environmental Studies (CERMES)	<ul style="list-style-type: none"> <li>• Patrick McConney (Senior Lecturer, Manager)</li> <li>• Maria Pena (Project Assistant)</li> <li>• Dale Benskin (IT Technician)</li> <li>• Zaidy Khan (MPA Specialist)</li> </ul>
University of Connecticut-Avery Point and WorldFish	<ul style="list-style-type: none"> <li>• Robert Pomeroy</li> </ul>
Caribbean Natural Resources Institute (CANARI)	<ul style="list-style-type: none"> <li>• Nicole Leotaud</li> <li>• Keisha Sandy</li> </ul>
Panos Caribbean	<ul style="list-style-type: none"> <li>• Jan Voordouw</li> <li>• Indi Mclymont-Lafayette</li> </ul>

Communications were set up with the country partners to prepare for implementation. This included project announcements (using several media), updating MPA site information, refining the work programme and developing a project communication strategy/plan. The inception activities took place in October 2011.

***Objective 1: Develop the adaptive capacity of key stakeholders in Grenada for MPA governance through four linked training workshops with follow-up practical learning by doing***

This project was deeply grounded in building practical and immediately useful adaptive capacity within the contexts of ecosystem-based management (EBM) and resilience thinking as applied to marine resource governance. We recognized that developing capacity, and using that capacity effectively to produce beneficial outcomes that stakeholders learn from, may be tackled in logical steps. These steps may be iterative but are presented here as a sequence of linked workshops with follow-up activities for learning by doing in the interim periods. Workshop working titles were:

1. Evaluating management effectiveness emphasizing EBM, climate change and governance
2. Strategic planning, governance reform and adaptive management capacity for resilience
3. Communication, community engagement, and participatory monitoring and evaluation

The workshops were designed for highly interactive and personalized learning, rather than mass training of large numbers. Their upper limit was 15 people. The first three capacity building workshops followed the general design shown in Table 2, but the key learning writeshop was two days (CERMES 2011a; CERMES 2011c; CERMES 2012a-e).

**TABLE 2 CAPACITY BUILDING WORKSHOP FORMAT  
(SOURCE: CERMES 2011A)**

Morning	Afternoon
Introductions, information and discussion	Practical group exercises
Reflection, information and discussion	Field trip and networking
Reflection, information and discussion	Synthesis and follow-up

Detailed work plans and schedules were developed in the inception period with all of the participating stakeholders. The project was designed to be adaptive and flexible, taking into account that these small MPA

bodies and stakeholder NGOs have limited capacity and are very easily disrupted or distracted by numerous other projects, interventions and natural disasters.

The follow-up activities were implemented by the MPA bodies with the MPA Specialist providing assistance by working directly with the MPA bodies or by remote guidance (e.g. internet, phone) for several weeks. The MPA Specialist co-led or assisted with the development, implementation and reporting on the follow-up activities with local counterparts at each site. Each follow-up activity was planned, budgeted and implemented as a mini-project. The site participants were responsible for all reporting and production of other outputs given the short implementation period for this grant, but with local participation to the extent feasible. In each follow-up activity a member of the resource person team was assigned to provide any additional expertise required for the task. At each workshop the participants decided on the priority follow-up activities based largely on feasibility and breadth of benefit.

***Objective 2: Extend the above capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication***

One of the most challenging obstacles to replication and scaling-up in the Caribbean is the lack of information exchange between neighbouring MPAs despite the valiant efforts of networks such as CaMPAM, the Caribbean Challenge and OPAAL project. The MPA Specialist further promoted networking to strengthen ties among the MPAs.

Participants from the Tobago Cays Marine Park and the Soufriere Marine Management Area were integrated into every aspect of the project in order to meet this objective. They attended workshops, took part in the assistance to sites and contributed through information exchange as well as benefited from the experience. Every effort was made to have the same people participate throughout for consistency and to create a longitudinal study. They were a major part of the project's continuous participatory monitoring and evaluation (PM&E).

At the end they were able to conclude, having made observations and interventions along the way, whether the design for Grenada could be applied fully in their countries or, if not, how capacity building needs to be tailored differently to be more successful. A small budget was allocated for the MPA Specialist to assist with follow-up activities in these two comparison countries and they were reported upon in the same manner as those in Grenada in order to facilitate learning across MPA sites to meet this objective.

***Objective 3: Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests***

Emphasis was placed on understanding the process of institutional learning, and using the lessons learned in ways to retain capacity over time despite change. A recent CERMES workshop on the application of resilience thinking to fisheries governance in the Eastern Caribbean (Deane et al 2010) could easily be adapted to MPA governance. The CANARI experience with action learning groups, a means of developing adaptive capacity through social and institutional learning, is very relevant here. To the extent feasible, action learning group methodology was incorporated throughout the project in conjunction with the participatory monitoring and evaluation.

CERMES documents its project outputs (visit the web site [www.cavehill.uwi.edu/cermes](http://www.cavehill.uwi.edu/cermes)). It will continue to do so and share these electronically. Writeshops have proven to be effective means for project participants to pull together key learning while simultaneously building capacity. The final project event was a 2-day writeshop for the participants, after which the communication products were finalized and shared (CERMES 2012e).

## Budget

The expenditure categories for the US\$115,000 in federal funds and the \$115,000 in matching funds budgeted for the project are described below in Table 3.

**TABLE 3 PROJECT BUDGET**  
(ADAPTED FROM CERMES 2011A)

Cost category	Federal funds	Matching funds
Personnel	45,950.00	89,200.00
Travel	26,370.00	
Supplies	7,400.00	6,000.00
Contractual		2,200.00
Other	35,280.00	17,600.00
<b>Total</b>	<b>115,000.00</b>	<b>115,000.00</b>

## Expected outputs

In relation to the implementation strategy and task timetable, the project's basic products and outcomes are set out in Table 4.

**TABLE 4 PROJECT OUTCOMES AND OUTPUTS**  
(SOURCE: CERMES 2011A)

Outcomes related to each of the objectives	Products (outputs) contributing to outcomes
<b>Objective 1: Building adaptive capacity</b>	
Preparatory planning and engagement of project partners ready for implementation	Inception report documents refined workplan, project announcement and other preparation
Adaptive capacity built at Grenada MPAs as evidenced by the implementation of activities	The workshops held with follow-up activity as documented in workshop and activity reports
Adaptive capacity built at Grenada MPAs in the perceptions of the project participants	Comparison of the start and end capacity self-assessments is incorporated into final report
<b>Objective 2: Researching replication</b>	
Participants from Saint Lucia and St Vincent and the Grenadines engaged for comparison	Inception report documents their participatory monitoring and evaluation role
Recommendations made on the replication of capacity building including specific changes	Reports of the workshops and follow-up all incorporate PM&E comparisons and changes
<b>Objective 3: Learning and sharing</b>	
Cumulative information exchange among sites on building adaptive capacity and scaling-up	Writeshop process and outputs demonstrate learning as captured in the final report shared
Set of lessons learned are shared worldwide to inform future capacity building interventions	Final reports and other project communication available on internet and distributed widely

Given the synergies that are likely to occur with other initiatives, and the network of non-project interested parties with which the team normally interacts, it was conceivable from the start that much more would have been achieved than could be stated at the start with certainty. Outputs were to be put on the project web pages and added to the CERMES Technical Report series freely available on our web site. In keeping with typical terminology, the products were outputs resulting immediately and directly from the project, whereas

outcomes were to be realized on a longer timescale than the project with additional contributions from non-project interventions or a wider set of circumstances.

## Risk management

A number of measures had to be incorporated into the project design to manage risk. Some are outlined here. First, the 12-month period constrained scheduling. Consequently the project started briskly, trying to achieve outputs before the end-of-year slow-down while not crowding the final months in the hurricane season.

Inappropriate workshop content was minimized by relying largely on information and approaches previously tested in Caribbean or international projects. The material was adapted to MPA sites well-known to CERMES.

Despite full commitment to the project, we knew from previous experience with small grants that MPA stakeholders would need considerable assistance in executing the workshop follow-up activities and would be unlikely to succeed in the expected time span. Hence risk of delay and poor performance was reduced by having the MPA Specialist resident in Grenada. She and other resource persons were to assist follow-up activities in collaboration with local MPA counterparts rather than leave implementation entirely to the latter.

Some projects in which participants receive skills training result in little capacity being built beyond the ability to carry out some technical tasks. By emphasizing wider context, reflection and PM&E this project intended to increase the opportunities for deeper learning and capacity building for adaptation that allowed participants to address changing circumstances well beyond project completion.

## Evaluating success

This project emphasized the quality of changes in knowledge, attitudes and practices for building capacity, rather than only the transfer of skills typical of many training initiatives. The terminal writeshop focused upon documenting the learning and capacity actually developed as a consequence of the project with special attention to uptake and application. PM&E was built into project design. There was cumulative documentation of the experience to aid institutional learning and memory. CERMES monitored and evaluated the project against the objectives. There was oral and written evaluation by the participants at the end of each workshop for quality assurance. Additional evaluation was included, tracking project implementation by the MPA authorities and other participants to further ensure quality assurance and assess workshop impacts (CERMES 2011c; CERMES 2012a; CERMES 2012c; CERMES 2012e).

## WORKSHOPS

The Appendix lists the participants who attended the four project workshop events. Many more participated in the workshop follow-up activities described in later sections. This section summarises the workshop reports.

### First workshop: Evaluating management effectiveness emphasizing EBM, climate change and governance

This workshop that focused on evaluating management effectiveness emphasizing EBM, climate change and governance took place in St George's in November 2011. Details may be found in the workshop report (CERMES 2011c). A few aspects are highlighted here.

#### **Adaptive capacity for MPA governance in practice**

The working session began with a discussion on governance and different forms of governance arrangements, particularly the difference between "co-management and "community-based management." There was lively

debate over how a MPA board was moving towards more centralized management due to decreasing community representation on the Board except for interest groups who were mainly political appointees.

In a practical exercise participants in MPA site groups discussed their governance arrangements at the five MPAs and presented results on flip charts. They set out the formal structures and discussed the level of co-management, or lack of it, at each site. As participants described the evolution of governance structures, the WCCBMPA group expressed concern about how to make the various agencies associated with their newly activated (previously established only on paper) MPA work well together. Suggestions were offered.

Climate change and variability were extensively discussed. Impacts are uncertain and there has been little incorporation into MPA planning as yet. Participants were then broken into groups for another practical exercise to answer the question: “Do you have, or have you had, threats to your MPA governance arrangements?” The responses were presented on flip-charts followed by discussion in some cases.



A debate ensued on the need for continuous adaptation and capacity building in the context of changing circumstances that defied the elusive notion of equilibrium or stability. Discussion on resilience brought the notion of whether “preventing failure” or “enabling success” better reflects the aim of resilience. There was further discussion of process documentation and record-keeping as tools for developing capacity and building institutional memory. Participants raised the issue of MPAs not knowing that historical information exists, and so are ignorant about asking for it.

There was considerable discussion of the four steps in adaptive management as set out in the workshop background paper by John Parks. There was consideration of various evaluation guidelines and scorecards used by MPAs around the region. This led to a deeper examination of management effectiveness (ME) and Bob Pomeroy’s presentation of the guidebook “How is your MPA doing?”. He took participants through the governance goals and some methods for evaluating MPA management effectiveness.

### **Adaptive capacity self-assessment**

Patrick McConney reiterated that one of the aims of the MPA Governance project was to connect to the NOAA MPA capacity assessment report by Gombos et al (2011) as well as assess adaptive capacity before and after the workshops and follow-up activities. He led participants through a brief review of the sections of the NOAA report that addressed their MPAs to refresh memories and clarify interpretations of the text and scores for governance, resilience to climate change, ecosystem-based management, conflict resolution, MPA effectiveness evaluation, stakeholder engagement and others were highlighted

Participants were introduced to the MPA site and personal adaptive capacity self-assessment instruments with an explanation of their use and the variables to be measured. Along with results of the NOAA MPA capacity

assessment, their results would provide a baseline for project intervention. Several participants remarked that during the previous sessions of the workshop their knowledge of topics (e.g. climate change) had expanded such that they were now more aware that their knowledge was actually less than they thought it was at the start. The workshop discussed the paradox of how increasing capacity may result in lower scores since the world view of participants would have expanded as well over time. Figures 2 and 3 show assessment results.

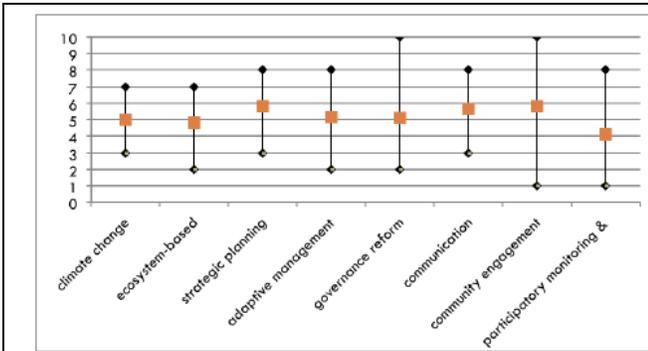


FIGURE 2 MPA SITE CAPACITY SELF-ASSESSMENTS

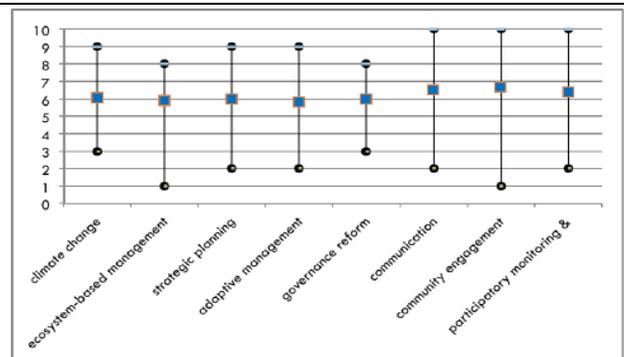


FIGURE 3 PERSONAL CAPACITY SELF-ASSESSMENTS

At the MPA site level scores generally averaged between 4 and 6. Participatory monitoring and evaluation (PM&E) stood out as the most apparent area for strengthening. Strategic planning was boosted by the recent formulation of several site management plans which were said to be strategic, although it was not always clear to what extent they were actively being implemented and adapted. Range was greatest in governance reform and community engagement. The personal self-assessments were, on average, slightly higher than the site assessments but fairly similar in scoring around 6. The ranges for communication, community engagement and PM&E suggested information exchange at the personal level could be rewarding. EBM scores reflected a few people with medium-high capacity. Governance reform had the smallest range and lowest high score, confirming that it was an area requiring considerable attention.

### Field trip to Woburn/Clarke's Court Bay MPA

Field trip preparation was led by Zaidy Khan who showed slides of the WCCBMPA and invited discussion of the scenes and issues so illustrated. Participants were taken on a guided tour of the areas covering fisheries, tourism, recreation, port operations, yachting, marinas, mangrove wetlands, terrestrial ecosystems, property, residences and very much more.



### Formulation of follow-up activity

Assisted by the three resource persons, participants broke into MPA groups to formulate follow-up activities that would be funded by the project. They used standard pre-designed forms. All activities had four-week

timelines with limited financing. The participants presented their follow-up activity concepts to the workshop. Follow-up activities to all of the workshops at all of the MPA sites are reported upon in subsequent sections.

### Key learning

In addition to the oral and written workshop evaluation, participants shared views on their key learning.

1. MPAs do not have the capacity to address ecological matters
2. Sharing information and tools for adaptive management was the responsibility of all participants.
3. More inter-site communication is important for building adaptive capacity
4. Climate change was not being comprehensively addressed by MPA boards, managers or field staff
5. The level of training needs to be lowered as current training requires a strong foundation in science education and skills (e.g. report writing)
6. There is a demand for training in conflict management

## Second workshop: Strategic planning, governance reform and adaptive management capacity for resilience

This workshop that focused on strategic planning, governance reform and adaptive management capacity for resilience took place in St George's in Feb 2012. Details may be found in the workshop reports (CERMES 2012a&b). A few aspects are highlighted here.

### Opening session

The project sought to bring its goal to the attention of policy-makers. The official opening ceremony was attended by the Minister of Agriculture, Forestry and Fisheries (Hon. Michael D. Lett), Permanent Secretary in the Ministry of Agriculture, Forestry and Fisheries (Aaron Francois) and Chief Fisheries Officer (Justin Rennie).

### Policy panel dialogue



As part of the policy engagement, after the opening there was a 'Policy to practice' set of panel presentations followed by a discussion on MPA governance in Grenada. The theme was on how policy gets translated into plans and practice. This event was moderated by Patrick McConney of CERMES-UWI with the speakers being Justin Rennie (Chief Fisheries Officer), Aden Forteau (Chief Forestry Officer) and Raymond Baptiste (Head of Land Use Department). There was a question and answer session, which engaged members of the audience. The media was present and the event received good coverage.

FIGURE 4 'POLICY TO PRACTICE' PANELLISTS AND MODERATOR

### Presentations on first workshop follow-up activities

To assist in developing capacity, the main agenda started with reports on what was done as follow-up to the first workshop. Each of the five MPAs had a spokesperson present slides on the background, objectives, methods, results and key learning from the follow-up activities undertaken since the first workshop in November 2011. The discussions that followed each presentation (see later section) focused on learning and new capacity built.

### Action learning groups and mentoring

Keisha Sandy, resource person from CANARI, presented her organization's experience with action learning groups (ALG) and mentoring for learning and developing capacity, especially among civil society groups. Participants divided into the four ALG roles and did a brief role play on the problem "co-management board not functioning properly." Group members asked a series of questions during a problem scenario. Following the exercise, participants discussed their experience and concluded that ALGs could be useful. Moving on to mentoring, after a brief explanation of the qualities of a mentor, participants broke into groups to create body maps to better express shared understanding. Afterwards participants talked about the intimacy of the mentoring relationship. They again concluded that mentoring could be useful at their respective MPAs.

### Strategic planning, reforming governance and adapting

Patrick McConney made two presentations on strategic planning, reforming governance and adapting, one prepared by Bob Pomeroy and the other by himself to give participants two slightly different perspectives of the topics. Later discussion highlighted the overarching role of the strategic plan in relation to other (action, management, business, operational, monitoring, etc.) MPA plans. Following the presentation, participants used the opportunity to question the resource persons about current situations on the ground in their various MPAs.

### Overtime to complete follow-up activity reports

Participants agreed to continue working on the reports of their first workshop follow-up activities in MPA groups assisted by the workshop resource persons (McConney, Khan and Sandy) plus Michele Megannety from SusGren. At the end of the evening all of the MPAs had made significant progress and some had almost finished reports. This was taken as a strong indicator of the interest and commitment of project participants.

### Doing strategic planning and governance reform adaptively

True to the guiding concepts of the project, the workshop had an adaptive design that allowed participants to indicate at the end of the first day what they wished to cover on the second day in order to ensure greatest relevance in filling gaps and developing capacity rather than each day being pre-determined and inflexible.

Consequently, since participants requested a focus on the practical aspects of strategic planning they were led through a quickly designed exercise coined "SPARE" (the tongue-in-cheek Strategic Planning Artificially Rapid Exercise). The participants formed two teams: Grenada and Other. The Grenada team decided to focus on WCCBMPA while the other group focused on the TCMP. Guided by the resource persons the teams went through condensed and rapid versions of several steps used in strategic planning (Figure 5).



FIGURE 5 PROCESS AND PRODUCTS OF "SPARE"  
(SOURCE: CERMES 2012B)

In post-evaluation discussion the teams shared their products and views on the experience of the process. Many said they found the process was much more intense and demanding than they anticipated. A better appreciation of what goes into and should come out of strategic planning was acquired by the five MPAs.

### **Field trip to Woburn/Clarke's Court Bay MPA**

The field trip to the WCCBMPA by bus was organised and led by Zaidy Khan with the theme of “Multi stakeholder dialogue on WCCBMPA establishment and management planning.” The objective of the site visit was for workshop participants to gather firsthand some stakeholder perceptions, interests and issues in relation to the WCCBMPA. Secondly it was to get exposure to the WCCBMPA participatory multi-stakeholder processes and tools. The group visited a marina and then gathered with stakeholders (fishers, yachtspeople, marina owners and others) to listen to different perspectives on the MPA. Discussion among stakeholders was very lively, and some participants got to use their conflict management skills in keeping the interactions productive and focused on the most pertinent topics.

There was structured reflection next morning on the field trip experience. Participants analysed the event in terms of their observations on adaptive capacity, self-organisation, information uncertainty, networks and linkages. They also examined what they saw as the assisting factors and resisting factors in relation to the success of good governance at WCCBMPA. They talked of the need to manage stakeholder expectations.

This extended reflection constituted the key learning from this workshop and illustrated the need for careful attention to governance at MPAs, including the opportunity to design innovative arrangements at WCCBMPA. The workshop ended with the formulation of the second round of follow-up activities.

### **Third Workshop: Communication, community engagement, and participatory monitoring and evaluation**

This workshop that focused on communication, community engagement, and participatory monitoring and evaluation took place in Hillsborough, Carriacou, in May 2012. Details may be found in the workshop reports (CERMES 2012c&d). A few aspects are highlighted here.

#### **Opening session**

The opening ceremony was attended by the Minister of Carriacou and Petite Martinique Affairs, Senator the Hon. George Prime, who stressed the importance of marine ecosystems and the role of MPAs in conserving marine resources. The latter was also the focus of a SusGren workshop held the previous day and attended by many of the MPA Governance project participants. Some SusGren participants stayed on for our event.

#### **Presentations on second workshop follow-up activities**

Following the established capacity building pattern, each of the five MPAs had a spokesperson present on the background, objectives, methods, results and key learning from the follow-up activities undertaken since the second workshop in February 2012. These presentations included: an idea of what it was that people did and reasons for doing it; an explanation of what it was about the activity that was thought to be useful in building adaptive capacity with respect to matters of resilience and governance; what was learned – not only the output but experience with organizing the activity, the surprises, etc. Discussion followed each presentation.

#### **Communication for change**

Patrick McConney presented on communication, including policy influence, for effecting change. Through the project he hoped that the five MPAs were establishing a new community of practice for addressing resilience. Following this was discussion on concepts including barriers to communication, credible sources of information, selecting the target audience and the objectives of communication. After the discussions, participants did a practical exercise on developing a communication strategy. Each group focused on the components of the strategy for a specific target audience (policy makers and advisers, managers and influencers, primary stakeholders, the general public and others). The aim was to influence policy to support the development of

adaptive capacity and good governance of MPAs. The exercise also covered measuring communication impact (monitoring and evaluation). Participants shared their output.

### **Community engagement: people matter**

Bob Pomeroy and Zaidy Khan presented on community engagement. This focused on different levels of community engagement and what is required to achieve successes in MPAs through effective community engagement. In discussing social factors for MPA success it was said to be important to make sure the people own the MPA and are engaged in governance processes. Participation success is driven directly by benefits.

### **Participatory monitoring and evaluation**

Patrick McConney made this presentation. He noted that there has been a lot of training in topics related to (PM&E) from CERMES and SusGren projects such as on SocMon and MPA management effectiveness measurement. Four main purposes for PM&E are management, learning, empowerment and accountability. He noted that there should be a scheme for involving stakeholders in monitoring and evaluation, sharing control over the process and engaging in management. McConney reminded participants about the importance of adaptive management.

### **Institutional analysis exercise**



Participants engaged in an institutional analysis exercise by MPA group. Bob Pomeroy guided participants through the methodology which required participants to identify stakeholder institutions and organizations and present their organizational arrangement via formal and informal institutional structures. That is, how things are supposed to work based on laws and regulations (formal) and then how things are working in reality (informal). Each MPA shared their informal and formal institutional structures, followed by discussion.

### **Community engagement exercise**

For this exercise, using the institutional analyses from the previous session, participants were asked to look at one or two types of stakeholder entities that each MPA has tried to communicate with or engage and describe how the MPAs managed to engage these stakeholders. They were also required to highlight their successes as well as failures with explanation. The objective of the exercise was to determine whether there are any trends in terms of what is working and what is failing in community engagement.

### **Field trip around Carriacou and to SIOBMPA**

The field trip around parts of Carriacou by bus and then around the SIOBMPA by boat was organized and led by Zaidy Khan. The field trip ended with a social event for informal networking on the beach adjacent to the MPA.



## Key learning

This workshop resulted in the following main elements of key learning being identified by participants.

1. The objective of communication is to convey information and get feedback.
2. Organizations need to determine if they are a credible source of the information you want to communicate.
3. MPAs are social institutions and this requires understanding communities.
4. Successful MPAs are the ones that engage people, and address social institutions.
5. Communication engagement should happen early to establish a baseline to measure from.
6. A large part of community engagement is community organizing

## Writeshop: Lessons learned from building adaptive capacity for MPA governance in the eastern Caribbean

This event that focused on lessons learned from the project took place in St George's in mid-Sep 2012. Details of workshop activities and outcomes may be found in the writeshop report (CERMES 2012e). A few aspects are highlighted here.

### Opening session

The writeshop was held at the Fisheries Division conference room, Melville St., St. George's, where MPA leaders from each project country provided opening remarks to set the tone and inspire their colleagues.

### Third workshop follow-up activity progress updates

Since reports on the follow-up activities that took place after the third workshop had not yet been submitted, participants were asked to provide a progress update and share information on activities at all sites since all participants were not aware of what each site had done. Each update was discussed in detail.

### Report drafting process

Participants were reminded of the wealth of outputs that they had produced during the project and discussed an outline of this draft project final technical report. For the duration of the two-day workshop, participants divided themselves into three working groups comprising individuals from each country to draft chosen sections of the final report. Throughout the workshop, participants shared updates on their respective sections in order to provide the group with an idea of content and provide everyone with the opportunity to comment on information to be included as well as suggestions about products that could be used to target stakeholders.

### Products

Plans for preparing and completing originally planned and additional project products were discussed at the close of the writeshop. Additional products indicated were a sub-regional policy brief and tri-country project summary to inform the average person of project activities and outputs in addition to the original products – CERMES writeshop report, third follow-up activity reports and final project report (CERMES technical report).

## Key learning

This writeshop resulted in the following main elements of key learning being identified.

1. Writeshop provides opportunity for group collaboration on project products as well as product gaps
2. Writing process is delayed when participants are not familiar with or need to re-familiarize themselves with project outputs
3. The writeshop provides the opportunity for experience sharing among sites

4. Capacity in report writing is reasonable but additional guidance is needed for completion of products

## FOLLOW-UP ACTIVITIES

The following section outlines the learning-by-doing follow-up activities undertaken by each MPA site after each of the three capacity building workshops:

- Evaluating management effectiveness emphasizing EBM, climate change and governance
- Strategic planning, governance reform and adaptive management capacity for resilience
- Communication, community engagement, and participatory monitoring and evaluation

### Sandy Island/Oyster Bed (SIOBMPA)

#### **Development and implementation of a user monitoring program at SIOBMPA**

This project was follow-up to the workshop on evaluating management effectiveness emphasizing EBM, climate change and governance. See Whyte et al. (2012) for further information.

The SIOBMPA Co-management Board recognized the need to collect user data which would allow for informed decisions on user control regulations. The monitoring program was strategically designed to include other key stakeholders, such as the dive and water taxi operators, in collecting the data. The inclusion of stakeholders in the data collection process would further engender ownership of the MPA. Monitoring and collecting data on uses of the protected area would provide a clear picture to the co-management board of the activities and trends within the SIOBMPA. Further, it would also aid in determining whether current management initiatives are successful, and would guide the introduction of new measures, such as the implementation of MPA user zones, and also provide a practical means to realize the following objectives of managing the system, as articulated by the Management Plan:

- Monitoring for indiscriminate anchoring to ensure compliance with SIOBMPA (Objective 7)
- Regulating vessel visitation, waste management and onshore activities (Objective 9)

The activity helped in the prioritization of management activities, which in turn would contribute to the realization of the broader set of SIOBMPA management objectives. Since the activity was designed to capture both allowed and disallowed MPA activities, it proved useful in determining the enforcement gaps of SIOBMPA.

#### **Strengthening SIOBMPA management decision-making process and putting adaptive management in practice**

This project was follow-up to the workshop on strategic planning, governance reform and adaptive management capacity for resilience. See Baker et al. (2012) for further information.

The stated objectives were:

- For MPA managers and planners to directly engage with fishermen in a participatory consultation process to address the above issues.
- Allow fishermen from adjacent MPA communities to address their perception, attitude, and issues relating to SIOBMPA in a collective forum.
- Gather understanding from fishermen on the possibilities of alternative livelihood options and gauge their level of understanding and awareness of the MPA rules, purpose and boundaries.
- Develop a form of collective approach from the fishermen to solicit their input in MPA management.

A sub-committee of the SIOBMPA board was formed and meetings were held with stakeholders, primarily fishermen, with the assistance of the facilitator. The board was very pleased with the level of engagement and agreement on practical measures to be taken to improve the management of the MPA.

## Molinere/Beausejour (MBMPA)

### **Strengthening Stakeholder Organisation of Molinère/Beauséjour MPA**

This project was follow-up to the workshop on evaluating management effectiveness emphasizing EBM, climate change and governance. See Baldeo et al. (2012a) for further information.

A follow-up training on board effectiveness was conducted in November 2011 with members to strengthen the management of the MBMPA committee. After two board trainings, MBMPA members and the MPA management team recognized the need to further strengthen and develop the management committee into the MBMPA Management Board to allow members to take more direct responsibility in carrying out the day-to-day management of the MPA through co-management agreements. Secondly it was decided to align the MBMPA Stakeholder Committee with the National MPA management plans and operations using the Sandy Island/Oyster Bed MPA Board arrangement as an example. As a result the final long-term vision of the formation of the board is to explore institutional arrangements and creative ways in funding strategies that build resilience into protecting financial resources for site-based MPA management. The specific objectives of the consultation were to:

- Discuss the roles, responsibilities and limitations of the current MBMPA stakeholder committee in the context of the MBMPA management plan.
- Announce the formation of MBMPA board.
- Finalize the draft TOR of the MBMPA board.

To further strengthen the MBMPA Stakeholder Committee participation, the MPA coordinator conducted a half-day consultation with MPA committee members to review the reasons for evolving from a stakeholder committee to a management board and to discuss the proposed terms of reference (TOR) to be presented to the national level MPA committee.

### **Laying the ground work for MBMPA business plan**

This project was follow-up to the workshop on strategic planning, governance reform and adaptive management capacity for resilience. See Baldeo et al. (2012b) for further information.

A financial plan was developed to help prepare the management board for future management of funds by providing a financial and business plan baseline. This was recognized as integral to the development of a business plan under strategic planning to improve the management of the MBMPA. The objective was to lay the groundwork for a business plan and to inform the board of the process and its requirements.

A TOR was developed outlining specific duties and responsibilities of the consultant needed to undertake the activity. Listed also were the required competencies, skills and experiences. A consultant was identified and an agreement was signed. The requested data was submitted to the consultant. A number of meetings were held with the consultant for updates and review of the process. Additionally, the consultant made presentations to the MPA team for review and input to the findings. The consultant presented his report to MBMPA board.

In developing the financial plan, it was found that the MBMPA is operating at a loss due largely to the fact that all revenue collected is deposited into the Government consolidated fund. Additionally it was found that obtaining an accurate picture of the MPA's true operating costs is difficult due to the fragmented nature of the

MPA's administration and accounts. As a result, one recommendation from this activity is that the MBMPA needs to have financial along with management autonomy, a budget and an approved annual subsidy or grants.

## Woburn/Clarke's Court Bay (WCCBMPA)

### **Woburn/Clarke's Court Bay marine protected area consultation with fishermen: Building and breaking at the same time**

This project was follow-up to the workshop on evaluating management effectiveness emphasizing EBM, climate change and governance. See Isaac et al. (2012) for further information.

Whilst established Grenada MPAs are generally making progress, the sites share a need for improved communications with local stakeholders and the general public to build community support for MPA operations. WCCB's local community is known for fishing. It has been recognised that in particular, fishermen are not clearly aware of the WCCBMPA and management plans currently being proposed and initiated by government. This activity therefore attempted to create awareness of the importance of MPAs within the context of ecosystem-based management and adaptive capacity. Specific objectives included:

- Identification of fishermen as one of the primary stakeholders groups for the MPA management initiatives.
- Informing fishermen of the WCCB MPA proposed management development and discussion of fishers' perceptions of the MPA using a SWOT analysis.
- Creating awareness among fishermen on the importance of the WCCBMPA and sharing experiences of how fishermen have become organised to represent themselves at the national level with respect to the fisheries management decision-making process.
- Discussion of previous survey results on the number of fishermen using the WCCBMPA as their fishing grounds.

In general fishers did not see the WCCBMPA as an added value to commercial fishing in relation to their short-term livelihood but did realize that they may be able to voice local concerns in multi-stakeholder meetings via the management process. Fishers are willing to participate in the management process; they see the need for organizing themselves into a group but face challenges in the organization.

### **Widening and strengthening marine protected area stakeholder engagement using an integrated ecosystem-based approach**

This project was follow-up to the workshop on strategic planning, governance reform and adaptive management capacity for resilience. See Khan (2012) for further information.

This activity focused on multi-stakeholder consultation meetings for the WCCBMPA. Deliberate work to build collaboration and coordination across diverse sectors is highly critical at this stage of WCCBMPA development. It is preferable to work with and through existing institutions achieve the overarching policy and program frameworks needed to achieve ecosystem-based management (EBM) goals. Specific objectives included:

- Application of an integrated ecosystem-based approach to the WCCBMPA management planning process.
- Strengthening relationships within government agencies responsible for the management of land and marine resources across the broader landscape in WCCB.

- Developing informative and procedural understanding with different government sectors in relation to industrial development and resource management and biodiversity protection.
- Identification of an effective coordination and communication strategy between multiple government sectors in relation to protected areas, using existing policy instruments such as the Systems Plan, Marine and Land Strategy and Coastal Zone Management Plan.
- To find ways for the National Implementation Strategy Partnership to play a stronger role in the guidance of the WCCBMPA and overall in national protected area management.

Via a half-day workshop, relevant agencies were brought together primarily with the intent of identifying stakeholders related to the issues of ongoing resource development and pollution issues. Prior to the stakeholder engagement process for this activity, key agencies were carefully identified according to these issues of interest (identified during the first MPA governance project follow-up activity). During the workshop a stakeholder analysis was conducted on the previously identified stakeholders. A multi-stakeholder matrix was developed showing stakeholder interest, shortcomings, roles in participation, and influence on, planning and implementation of management actions. Additionally, stakeholder communication in relation to WCCBMPA planning and establishment was addressed. The current status of stakeholder communication (who is talking to whom?) and proposed communication (who should talk to whom?) was identified and recommendations made. The final activity of the workshop involved the development of a number of steps towards strategic planning for strengthening collaborative processes in the WCCBMPA. This involved defining a number of objectives of priority, and defining strategic directions, resource requirements and responsibility for achieving each.

This activity led to the first formal multi-stakeholder consultation to discuss the WCCBMPA management planning process. The multi-sector stakeholder identification and engagement exercise guided the MPA Coordinator, Roland Baldeo, in the identification of key agencies that need to be engaged early in the process of WCCBMPA planning. Additionally, stakeholders were afforded the opportunity of sharing their departments' plans in relation to the WCCBMPA.

## All Grenada sites: SIOBMPA, MBMPA, WCCBMPA

### **Training Workshop for Grenada Marine Protected Area Data Standardization**

This project was one of two Grenada projects shared by the three Grenada MPAs—WCCB, MBMPA and SIOBMPA—as follow-up to the workshop on communication, community engagement and participatory monitoring and evaluation. See Samuel et al. (2012) for further information.

In order to improve the recording of critical operational, scientific and financial data, a training workshop for staff of MPAs in Grenada, Carriacou and the Tobago Cays was convened with the objective of improving the recording and analysis of key economic data of MPAs. In addition, the workshop contained practical training sessions to improve the technical capacity of MPA staff in Microsoft Excel. Specific objectives were as follows:

- To standardize the day-to-day collection of the marine operations data (patrol logs) in the MPAs.
- To standardize the day-to-day collection and the periodic aggregation of key revenue and cost data for the MPAs.
- To build technical capacity in the MPA wardens on software needed to collect and analyze MPA revenue and cost data.

### **Report on the review of the Grenada Fisheries Marine Protected Area Regulations 2001 SRO78**

This project was the other of two Grenada projects shared by the three Grenada MPAs—WCCB, MBMPA and SIOBMPA—as follow-up to the workshop on communication, community engagement and participatory monitoring and evaluation. See Jeffrey et al. (2012) for further information.

The three MPAs from Grenada recognized the need to revisit the Environmental Law Institute (ELI) recommendations and revise the MPA regulations to allow for considerations of a legal and institutional framework for co-management at the national level. The activity attempted to get MPA users to contribute to the process through consultations at different levels. It placed emphasis on developing the strategy for doing the consultation for the MPA regulations in light of co-management governance arrangements. The goal was to develop a governance arrangement involving shared decision-making that is beneficial to the parties and meets the legal requirements for the area to be co-managed. Specific objectives of the activity included:

- Developing an understanding of the elements and process of MPA legislation and regulations review.
- Engagement of MPA users and stakeholders in the MPA regulations review through a participatory consultation process.
- Preparation of revised MPA regulations in accordance to the Fisheries Act that provides considerations to co-management agreements.

The legislative review process included:

- Preliminary study of relevant legal instruments conducted in collaboration with lawyers from the ELI.
- Internal technical review of the MPA Regulations by Department of Fisheries.
- MPA stakeholder consultation to review regulations
- Group meetings with legal drafters
- Internal technical and legal review of considerations, recommendations and comments coming from stakeholder consultations on MPA Regulations.
- Final national stakeholder consultations
- Finalization of draft legislation and distribution for vetting prior to presentation to Cabinet

In conducting this activity, it was noted during the MPA regulation consultation workshops in Grenada and Carriacou, that stakeholders were not clear of the national level purpose and intent of the law. The overall governance institutional structure, distribution of powers and proposed responsibilities under the co-management agreement were not very clear. The proposed MPA amendments need further legal and technical analysis to address a number of questions. This project activity has not been completed (only processes 1 to 5 have been conducted); further consultations shall consider outstanding issues.

## Soufriere Marine Management Area (SMMA)

### **Towards the development of a ten-year strategic plan for the SMMA Inc.**

This activity was follow-up to the workshop on evaluating management effectiveness emphasizing EBM, climate change and governance. Additional details of this project activity may be found in Cazaubon and Joseph (2012a), and CERMES and SMMA (2012).

The 2001 agreement governing the Soufriere Marine Management Area (SMMA) Inc. does not include or mention the Canaries/Anse La Raye Marine Management Area (CAMMA), the overall supervision of which is the responsibility of the SMMA. Having realized the evolution of management responsibilities of the SMMA Inc., the Board of Directors has recognized the need to develop a strategic plan to guide the organization for the next five years. This partnership with CERMES on the MPA Governance project provided seed funding to commence the process of review and data collection to inform a strategic plan for the SMMA Inc. Specific objectives included:

- Conducting a training workshop on MPA Governance for members of the Board of Directors and key stakeholders.
- Conducting a diagnosis radar and SWOT analysis of key stakeholders.
- Preparation of a TOR to develop a ten-year strategic plan.

Since representatives of only half of the agencies represented on the SMMA Inc. Board of Directors were able to attend the workshop, the organization of a similar workshop has been suggested for the benefit of those directors and additional stakeholders who were unable to attend. It was agreed that a TOR covering a shorter time-frame, five-year, should be developed. Due to the absence of some directors and stakeholders, the diagnosis radar and SWOT analyses are considered preliminary. A board sub-committee was formed to formulate the strategic planning TOR.

### **Re-establishment of the Soufriere water taxi rotation**

This project was follow-up to the workshop on strategic planning, governance reform and adaptive management capacity for resilience. See Cazaubon and Joseph (2012b) for additional information.

In the late 1990s, the Soufriere Water Taxi Association (SWTA) implemented a water taxi operator rotation system with a standardized price list. Due to a rift among members of the SWTA, some members of the SWTA registered the association as a company in 2004. The other members of the previous SWTA formed another association, the Soufriere Boaters Inc. The two Associations requested the SMMA, as a neutral body, implement the rotation. In 2008 the rotation was discontinued due to escalating conflict among operators. Operators continued to provide water taxi services but conflicts continued and hotels recorded increased guest complaints about water taxi operators, their crew and service. Based on meetings organized by one hotel to solve these issues, the operators proposed reinstating the water taxi rotation. The hotel indicated willingness to work with operators to provide a booth for centralized operation of, and better management of, water taxi services. The main object of this governance follow-up activity was therefore the re-establishment and implementation of a rotation for water taxis plying for hire in Soufriere.

A scoping meeting was held with all water taxi operators and owners who ply for hire from Soufriere, to gauge their interest and willingness to re-establish a water taxi rotation schedule. Participants identified the issues which caused the breakdown of the previous rotation and proposed developing a memorandum of agreement to formalize a process to manage those issues. Criteria for joining the rotation were also discussed. A sub-group was formed to develop a standardized price list for water-taxi tours and packages which was circulated to members. The water taxi rotation was developed and circulated one-week before implementation of the rotation. A follow-up meeting was held to review implementation of the rotation and revise the price list.

### **Communication campaign to meet the objectives of the management plan**

This project was follow-up to the workshop on communication, community engagement and participatory monitoring and evaluation. See Cazaubon and Joseph (2012c) for additional information on this activity.

In an effort to re-sensitize the general public about the SMMA and CAMMA, the MPA governance sub-grant was used to undertake a mini communications campaign. This included:

- Development of a colour-coded map of CAMMA using the same colour scheme as that of the SMMA.
- Printing and distribution of an informational brochure for CAMMA and SMMA.
- Design and publication of a colouring book for preschool and infant school children.
- Reproduction of the SMMA DVD with documentaries and public service announcements for radio and television. Distribution of DVDs to all local television stations and secondary schools.
- Marketing the SMMA and CAMMA through sports by sponsorship of the SMMA Men's basketball tournament.

A series of standardized maps of the SMMA and CAMMA were produced with assistance from a GIS expert from the Development Control Authority in the Ministry of Physical Development. More importantly this project allowed the creation of various GIS layers including the zones, dive sites and yacht mooring locations. The

informational brochure was redesigned to include the new standardized map of both management areas. The welcome message was also updated to include information on CAMMA.

In collaboration with an artist from Soufriere and a Japanese Overseas Cooperation Volunteer, the colouring book, *Sea Creatures of Saint Lucia*, was designed targeting children from preschool and infant schools. It will be available for download from the SMMA Inc. website ([www.smma.org.lc](http://www.smma.org.lc)) and one thousand copies will be printed for distribution to schools.

In a bid to raise awareness of the problem of solid waste pollution and its effect on the marine ecosystem, a sport was used to get the message to youth in the area. The Soufriere Amateur Basketball Association partnered with the SMMA Inc. to organize and host a basketball tournament. The main requirement for teams to enter the tournament was participation in at least one community clean-up.

Over the years, various documentaries and public service announcements (PSAs) were produced to promote and educate the general public about the SMMA. The Board of Directors at a meeting held this year, requested that the DVD be made available to all media houses in an effort to continue sensitization on the SMMA. The DVD was reproduced and distributed to television and radio stations, secondary and tertiary learning institutions in St. Lucia.

## Tobago Cays Marine Park (TCMP)

### **Stakeholder participation in management of the Tobago Cays Marine Protected Area**

This project was follow-up to the workshop on evaluating management effectiveness emphasizing EBM, climate change and governance. More information on this follow-up activity is in Harvey and Williams (2012a).

Recent developments with the Marine Parks regime in St. Vincent and the Grenadines, particularly, the initiative to upgrade the South Coast Marine Conservation Area (SCMCA) to full marine park status has brought the importance of operationalizing the TCMP management committee to the forefront. More specifically, the addition of a second marine park to the MPA system would necessitate changing the structure of the management regime, especially at the Marine Parks Board level. Consequently, this study was designed to fulfill three objectives:

- To assess the current level of stakeholder participation in governance at the TCMP.
- To determine what motivates the stakeholder groups that are currently engaged in the governance mechanism to continue to participate in the process.
- To assess the level of willingness of stakeholder groups not currently engaged in management to become part of the governance mechanism for the TCMP.

This would provide the management of the TCMP with insights that can be used to engage stakeholder groups that are not actively involved in governance.

The overall benefit of stakeholder participation in management planning and implementation, as is envisaged in the establishment of a TCMP management committee, would materialize when the insight of various user/stakeholder groups bring their unique perspectives to the planning process. Once these perspectives are synthesized into a unified vision, it would allow for the most resilient and adaptive TCMP.

### **Training workshop for enhancing the management of the Tobago Cays Marine Park Board**

This project was follow-up to the workshop on strategic planning, governance reform and adaptive management capacity for resilience. See Harvey and Williams (2012b) for details on the training workshop.

Despite the fact that the Marine Parks Board has been functioning since the Marine Parks Act (1997) was instituted, there has not been any formal training on board effectiveness specific to marine protected area management. Therefore the goal of this activity was to improve the efficiency and effectiveness of the TCMP management board thereby improving adaptive capacity for better MPA governance.

A training session was conducted with current board members to ensure that they are aware of the roles and responsibilities on the MPA management board as it relates to the expressed objectives of the TCMP. This training session was the first in a series of capacity building exercises that would be repeated once the number of new representatives on the board reaches a certain percentage (to be determined by the board) at the end of each board term.

The current TCMP Board of Directors participated in the one-day capacity building workshop on management board effectiveness. Participants discussed issues of the Board and provided recommendations for dealing with these issues. Board members were also asked to complete individual Board of Directors self-evaluation. On completion of the evaluation, participants came to a consensus on the current status of the board based on the evaluation criteria. Board members were also asked to identify three considerations they thought the Board should focus on in the upcoming year.

### **Developing a three-year strategic plan for the Tobago Cays Marine Park**

This project was follow-up to the workshop on communication, community engagement and participatory monitoring and evaluation. See Harvey and Williams (2012c) for more information on the strategic planning process and the draft plan.

The primary guiding documents for the TCMP are the Management Plan 2007-2009 (not endorsed by cabinet), a Communication Plan 2007 and a formally endorsed Monitoring and Evaluation Plan 2009. The TCMP Management Board Effectiveness exercise funded by the MPA Governance Project highlighted that although the park has these three important guiding documents, it is missing a critical document in the form of a Strategic Plan which would serve to unify these documents into a cohesive unit and outline a way forward for the TCMP. Based on the report generated from the board effectiveness exercise, a strategic plan for the TCMP was made a high priority and the process of developing a strategic plan was initiated. The goal therefore of this exercise was to develop a three-year Strategic Plan for the TCMP that defines its vision for the future and then determines systematically how it will get there, by understanding obstacles including changing social, financial and political environments and figuring out ways to overcome them.

The final output of this follow-up activity is the draft Strategic Plan generated by an external consultant with critical inputs from the TCMP management committee. This document is the first step in fulfilling the TCMP Board directive of developing an on-going strategic planning process. This Strategic Plan provides both direction and a formal mechanism to monitor and evaluate the implementation process to both the TCMP Board of Directors and operations manager.

## **SUMMARY OF KEY LESSONS LEARNED FROM FOLLOW-UP ACTIVITIES**

As indicated in the above sections summarising the workshops, a critical feature of the project design was the incorporation of lessons learned from each workshop and follow-up activity into the capacity development. Each activity report contains a section on lessons learned and these were discussed in detail when presented in the workshops. The key lessons learned are summarised in Table 5.

TABLE 5 SUMMARY OF KEY LESSONS LEARNED FROM FOLLOW-UP ACTIVITIES

MPA	Evaluating ME emphasizing EBM, climate change & governance	Strategic planning, governance reform and adaptive management capacity for resilience	Communication, community engagement and participatory monitoring and evaluation
SIOB	High level of activity in the Oyster Bed observed by wardens due to implementation of user monitoring program – sightseeing (tourists) and unregulated and illegal cutting of mangrove roots for oyster harvesting (locals)	Value of collaboration and openness re: dive shops, water-taxi, fishermen	Co-management agreements involve a negotiation process that has to be transparent and participatory and this process cannot be rushed
	Fishers continue to practice traditional on-shore line and hook fishing, and even tourists join in the fun. Poaching of lobster and conch observed in the MPA	Learning-by-doing: Found a better way to meet with fishermen	The ELI review document (preliminary study) shall be shared with the wider audience of the MPA stakeholder group to allow people to develop an understanding on the different considerations of co-management arrangements
	SIOBMPA management was able to adapt schedules to suit fishermen to conduct regular meetings to discuss issues and concerns	Community use of resource – willingness to implement	The regulations review requires background research and ongoing study
	Commercial stakeholders were willing to collaborate on data collection	Building resilience – willingness to protect ecosystem as first response to climate change	The legal drafters need to be provided with enough technical background and lessons learned from pilot case study
	For a more comprehensive overview, other MPA locations need to be covered in data collection (especially with regard to snorkelling and beach activities)	Adaptive management to meet on terms with fishermen	Consultation efforts should have systematic MPA stakeholder involvement whereby attention is not only given to stakeholder interests and rights, but also to promote voluntary initiatives
	MPA wardens may need to assist with collection of snorkelling activity data – data provided by water taxis only includes snorkelling from on-shore Carriacou		
	On-going data collection needs to be supplemented so frequency of data collection is not compromised		
MB	The MPA is providing livelihood benefits to adjacent communities in the MPA and further resources will be needed to promote livelihood activities	MPA managers and park wardens now understand the forecasting of financial indicators for determination of whether the MPA is on track towards expectations	Lessons learned are the same as for the SIOB
	More than one community	MPA management has been able to	

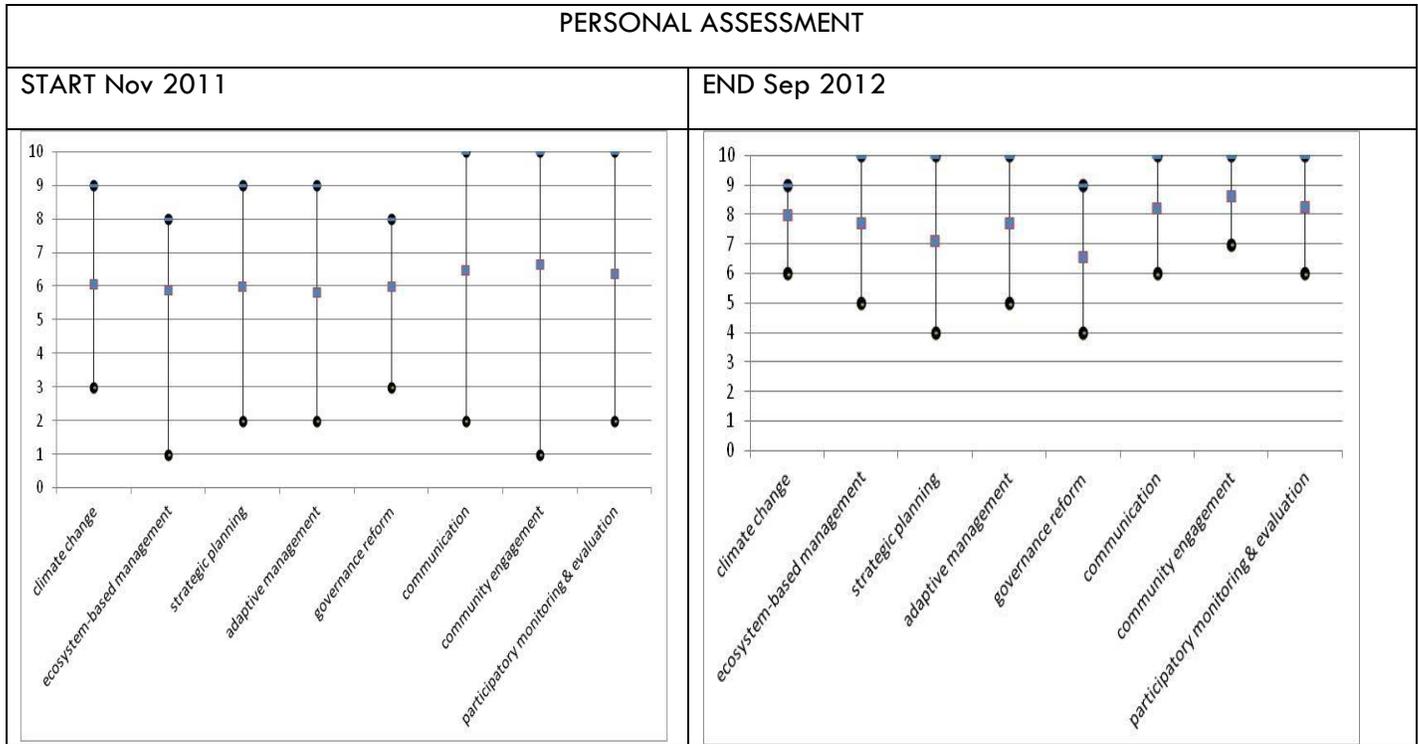
MPA	Evaluating ME emphasizing EBM, climate change & governance	Strategic planning, governance reform and adaptive management capacity for resilience	Communication, community engagement and participatory monitoring and evaluation
	representative from the site-based MPA community must be on the Board to strengthen community ownership and MPA livelihood benefits	identify how much the MPA is expected to make from its products; determine a timeline for achieving profits; determine risk involved in pursuing particular products; and determine balance between cash flow and cash needs	
	MPA management and operation rules (such as user fees) may be different for private sector and local communities	The MPA and its Sculpture Park are important components of Grenada's overall tourism product	
	Revising MPA regulations to match current arrangements will make the policy review process an adaptive process	MPA managers need to find ways of bridging gaps in revenue that may be experienced with fall-offs in tourism arrivals (specifically cruiseship arrivals)	
	A synthesized MPA management plan linking to the yearly MPA activity plan is to be developed	Current MBMPA revenues from user fees are insufficient to cover current costs. The business planning process should define the true financial picture	
WCCB	More public consultation is needed to raise awareness about the WCCBMPA management planning process and approaches	A series of workshops and meetings are needed to follow-up on strategic directions and for implementation of strategies	Lessons learned are the same as for the SIOB and MB MPAs
	A clear vision for incorporating on-going marina and private home developments into MPA management planning is needed	Stakeholder understanding of the importance of participation in planning process needs to be heightened through further outreach and face-to-face communication	
	More information on how the MPA management plan will deal with pollution problems is required	The multi-stakeholder workshop process enabled building capacity in stakeholder engagement and tailoring of the consultation process	
	More consultation and active engagement at the community level is needed for consideration of MPA livelihood issues	Effectiveness of government interventions in natural resource management issues is often undermined by fragmentation of responsibilities within and between government agencies. An internal and external communication strategy	

MPA	Evaluating ME emphasizing EBM, climate change & governance	Strategic planning, governance reform and adaptive management capacity for resilience	Communication, community engagement and participatory monitoring and evaluation
		is critical for administrative and technical support	
		The strategic planning process enabled stakeholders to find ways in which the EBM approach can lead government agencies to seek responsible, cost-effective ways of sharing roles and responsibilities of policy implementation while achieving resource protection	
		National-level government agencies have an interest in EBM but private sector NGOs and research institutions may be able to push modifications in the government institutional process that are necessary for implementing EBM	
SMMA	The board recognized the need for an ecosystem approach to managing the SMMA and CAMMA. In keeping with this, SMMA Inc. needs to focus on building adaptive capacity and resilience through partnerships or networks with local, regional and international actors	Conflicts are never completely resolved however can be managed. Various strategies need to be employed to address specific issues and recurrent problems	Innovative communications materials can be developed to spread the message of marine conservation
	The concepts of EBM and MPA Governance are not new because individuals or agencies have been involved in the process, however the facilitator presented these concepts in an academic setting which provided a new perspective. Theories however are hard to put into practice due to societal interactions	Actors involved in the process of conflict management must be prepared to adapt	Sporting events are another relatively under-utilized channel for conservation messages
		SMMA Inc. is viewed by stakeholders as a neutral body and thus the most suitable agency to manage conflict among users of the SMMA although formal associations exist	The seaward boundary of the SMMA and CAMMA must be mapped as this is crucial to determining the exact size of the area and although it cannot be physically demarcated due to depth restrictions
		The guidelines being developed which will be used to govern the water taxi rotation have to be in accordance with the bylaws of the	The SMMA Inc. needs to develop a management plan to guide operations

MPA	Evaluating ME emphasizing EBM, climate change & governance	Strategic planning, governance reform and adaptive management capacity for resilience	Communication, community engagement and participatory monitoring and evaluation
		two associations	
TCMP	There are persons who are affected by the management actions of the TCMP but do not consider themselves to be stakeholders of the TCMP	The Chairman of the Board would be responsible for scheduling meetings	The most important component of this activity was the process of developing the TOR. This has provided critical insight into the review and creation of subsequent SPs once the planning cycle commences
	There are members of the Southern Grenadines Water Taxi Association (SGWTA) who are unaware that they are currently represented on the national Marine Parks Board	The Board needs to have special sessions/meetings (including quarterly updates from technical staff e.g. Marine Biologist)	One of the shortcomings to this document is the fact that the entire Board of Directors was not intimately involved in the development of the TOR for the Strategic Plan
	The majority of stakeholders believe that overall the TCMP is currently being effectively managed; however there is room for improvement, especially with regard to enforcement	The board needs to focus on the TCMP Management Plan especially “Part 2: Goals and objectives”	
	Most stakeholders think that they should be partly responsible for managing the TCMP	Some Board Meetings should be conducted on Union Island (this would require proper coordination)	
	The majority of stakeholders would like to be part of TCMP management, either personally or through their stakeholder group representative	The period of ranger presence in the MPA needs to be extended (i.e. a drive towards 24 hr presence)	
		There needs to be representation from the community of Mayreau on the board	

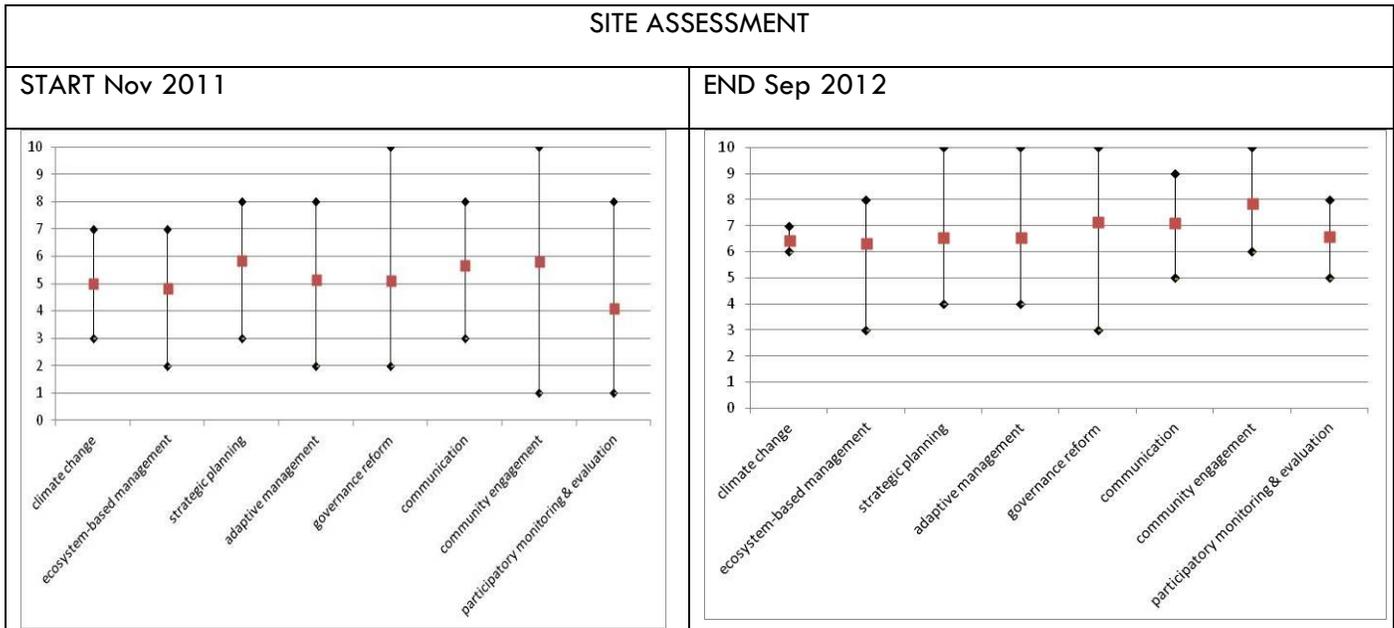
## DEVELOPING ADAPTIVE CAPACITY

The changes in personal capacity as identified through self-assessment at the inception and termination of the project are shown in Figure 6. In comparing the self-assessments over time, an overall increase in average participant understanding of the project and workshop focal areas was observed – a narrowing of ranges for each area is evident. There was a general increase in participant awareness or knowledge of various concepts required for good governance of MPAs. Changes in personal capacity development in community engagement and climate change increased as individuals learned how to, and actually engaged, communities (for the first time in many instances) and were able to discuss climate change with stakeholders on the ground.



**FIGURE 6 COMPARISON OF PERSONAL SELF-ASSESSMENT OF CAPACITY AT PROJECT INCEPTION AND TERMINATION**

The results of the start and end site level assessments are shown in Figure 7. In general, the capacity of sites to address climate change, community engagement and participatory monitoring and evaluation showed the greatest improvement overall.



**FIGURE 7 COMPARISON OF SITE ASSESSMENTS OF CAPACITY AT PROJECT INCEPTION AND TERMINATION**

Changes in each of the areas assigned to the project and workshops are summarized in the narrative below based upon discussions at the writeshop on how the participants interpreted their own and collective results.

#### CLIMATE CHANGE

- Participants learned a lot through the workshop on climate change but at the site level there was a gap in communication. There needs to be transfer of knowledge to stakeholders on the ground.
- During the project TCMP produced with a bleaching response plan, demonstrating new capacity.
- The role of community involvement and co-management was highlighted as being important in building resilience and adapting to climate variability and change.

#### ECOSYSTEM-BASED MANAGEMENT

- Individuals learned much about EBM. Writing reports and articles helped participants to better understand and communicate these concepts. “Once you understand you can better explain to persons who would view you as the expert in the community”, said one participant.
- Participants can answer the question, ‘How can we adapt to incorporate EBM at the site?’
- Support from MPA Boards for projects which seek to address EBM is now possible

#### STRATEGIC PLANNING

- The TCMP commenced its strategic plan. They said that the project and its workshops have “opened our eyes and those of the Board.”
- For the SMMA, the workshop with the Board helped to strengthen the resolve to complete the strategic review. The output from this project was a TOR to commence the process.
- The MBMPA and SIOBMPA do not have a strategic plan yet. However the project raised awareness of the importance of a strategic plan for managing the MPAs. A communications plan in the absence of a strategic plan is *ad hoc*, they realized.
- All participants said that a strategic plan will enable better resource management.
- The project enabled bringing the team to review the governance and institutional arrangements in the management plan and operations more strategically rather than just operationally.

#### ADAPTIVE MANAGEMENT

- Participants thought that they were now better able to adapt management to changing environments
- In addition they were still able to operate on limited resources and knew how to set out to do things, monitor them and change accordingly to adapt management.
- Grenada MPAs especially recognized the need to review data collection processes to relate them to management decisions. They will be able to recognize the periods of high area use (snorkeling and yacht mooring) in order to increase patrols or deploy more resources to monitor and enforce.
- Individuals know about adaptive management. However the process for monitoring, evaluation and making changes takes time at site level. There were MPA stakeholders and boards to influence.
- TCMP said that from the board effectiveness workshop, the board recognized the need to include a representative from Mayreau and to have invited the community to nominate a representative.

#### GOVERNANCE REFORM

- The Grenada MPAs are reviewing/amending MPA legislation with funding from this project to include co-management agreements
- Managing MPAs through legalized co-management bodies is about sharing resource management roles and responsibilities between government and communities.

- The MBMPA formed a MPA Board, but persons on the ground still see the need for representation of the community, demonstrating increased awareness.
- There has been progress with transboundary agreement on Grenada Bank management
- Collaboration between TCMP and Grenada MPAs at enforcement workshops is positive
- TCMP intends to include other stakeholders on the board
- SMMA is now better prepared to review the structure of the Board to include representation from the communities of Canaries & Anse-La-Raye

## COMMUNICATION

- Establishment of an informal network and communication links among the eastern Caribbean MPAs involved in the project has taken place with ability to communicate through various media
- The increased ability to communicate messages to stakeholders however still needs additional materials to disseminate information e.g. brochures, etc. and the main hindrance is finance.
- Need to maximize synergies by doing things together rather than by individual sites. Collaboration reduces communication and other resource constraints
- Continued communication is essential; therefore developing communication strategies that link to management operations should be priority

## COMMUNITY ENGAGEMENT

- Participants can now better communicate the need for community engagement in management.
- MPAs need to hold more joint meetings with community groups to discuss issues and get them involved in management decisions.
- Participants have learnt how to engage the communities and through this project many 'first' meetings with stakeholder groups in Grenada were held.
- Creating an enabling environment for community engagement is a critical part of good governance
- Participants recognize the need to identify key stakeholders who would act as leaders to represent groups that are not formally organized.
- Fishers have been identified as main stakeholders – e.g. SIOBMPA formed a core fisher group of six persons who will meet with the board and then relay the information back to the fishing community

## PARTICIPATORY MONITORING AND EVALUATION

- TCMP has been conducting participatory monitoring and evaluation for a while. E.g. fishermen assist in sea turtle monitoring. Monitoring is open to any persons who are willing to be trained in methodologies such as Reef Check. Encourage volunteers such as individuals, dive shops etc. Advertise dates of activities on the website which is open to volunteers. Involvement of fishermen in Reef Check monitoring shows them firsthand the difference – very instrumental.
- Local dive shops report to Grenada MPAs, and the MPA staff extract relevant information. The MPAs have recognized the value in including and encouraging volunteers in monitoring. During the course of the project, a fisherman rescued a sea turtle and reported it to the Fisheries Division. The benefits of PM&E have been realized and volunteers have been recognized for their contributions.
- Involvement of fishermen in the CARIBSAVE C-Fish project – fishermen working along with the wardens Recognize the need to provide feedback from monitoring to the various stakeholder groups.

The writeshop participants also considered capacity development from the perspective of the dimensions used by CANARI and set out in the project proposal (CERMES 2011 a). For example, in terms of world view and networking they said that they now recognize the need for a social-ecological network of MPAs in the region to benefit fisheries and people locally, regionally and internationally.

Regarding improving organizational culture, one MPA said that in this project all of the reports generated went to the Board and were tabled for discussion, whereas before project reports would not necessarily get read by Board members. Along similar lines, other experiences were shared:

- Invitations and information communicated to Ministers and senior government officials changed their views and encouraged them to come to project events and represent policy at various levels.
- Training conducted for the board resulted in improved attitudes and has resulted in greater involvement.
- WCCBMPA is now better equipped after workshops to go out to advocate for support, and turnout at meetings improved with each successive one.
- Participants had gained confidence to communicate with stakeholders and users – they were aware there is a support system to refer to in terms of the community of practice.

## EXTENDING CAPACITY DEVELOPMENT

This project was implemented at three MPAs in Grenada but only one each in the other two countries. The participants felt that there is potential for a similar project with greater focus on St. Lucia and St. Vincent and the Grenadines. The following provides changes or considerations that participants recommended should be made if capacity development was extended to these sites.

### St. Lucia

- For St. Lucia, the other MPA is the Pointe Sable Environmental Protection Area (PSEPA). The Saint Lucia National Trust (SLNT) is responsible for managing some of the areas in that EPA. The SLNT was the agency the OECS worked with for the OPAAL project. The St. Lucia participants thought it would be beneficial for the SLNT/PSEPA to go through capacity building as it relates to MPAs since their focus has been on conservation of land areas. The SLNT has advertised for a manager of PSEPA. There is possibility for doing a few workshops for the SLNT which is a partner in other CERMES projects.
- In terms of the relevance of some other version of the MPA governance project to the West Coast Marine Management Area (although it appears that this name will not be used) comprising the SMMA and Canaries and Anse La Raye Marine Management Area (CAMMA), St. Lucia participants noted that it would be good to have a workshop for the entire Board. When further asked for anything participants would design differently and for activities besides a workshop for a similar project relevant to St. Lucia, no alternatives were provided. Participants stated that it would be beneficial for the Board to do a follow-up activity. In terms of the overall package of topics covered, suggestions were made to increase focus on applications of the concepts and examples of how it would apply to the local context. Less theory or concepts and more learning-by-doing was requested.
- In terms of strategic planning and adaptive management, at a country level most agencies do not have a strategic plan. The Fisheries Division Strategic Plan ends in 2013 but other agencies may not have a strategic plan so there is a disconnect. On a country level, planning is not done properly. If it were to be done in a follow-up project, one would want to bring in people from other ministries and agencies to create stronger inter-agency and inter-sectoral linkages.
- When asked about whether a year-long project is the right period for a project in St. Lucia, there was difference in opinion between St. Lucia participants with one indicating the time-frame was appropriate and the other suggesting a longer time period. McConney stated that donors would argue that in a year sufficient training can be delivered for people to do what needs to be done, but it is difficult to really institutionalize and test new practices with stakeholders in such a short period

## St. Vincent and the Grenadines

- Plans are in place to set up a second MPA. It is unknown what the impacts of establishment of this park will have on TCMP structure. TCMP is prepared to give assistance to this new park but an extension of the MPA Governance project would be welcome
- St. Vincent and the Grenadines participants stated that with the upgrade of the South Coast Marine Conservation Area (SCMCA), a project similar to this would be useful.
- Suggestions were made (similar to Saint Lucia) to incorporate more of the ‘external’ agencies such as Fisheries Division, NPRBA etc. in order to implement EBM and strengthen networks

## Grenada

Participants were also looking at what was happening in St. Lucia and St. Vincent and the Grenadines. This resulted in Grenada acquiring capacity from these countries by learning from experiences at the MPAs there which had been operational longer than any in Grenada. The project extended capacity in terms of co-management and MPA Board effectiveness being examined in Grenada and this was later shared with St. Vincent and the Grenadines primarily through fieldwork conducted with the assistance of Zaidy Khan.

## SHARING THE LEARNING

At the individual level, project participants intend to maintain contact with each other via electronic media to share learning and information for future reference. “We all now possess the necessary guidelines/tools and skills to communicate with each other, users, stakeholders and those in authority.” Site level capabilities and plans to communicate further and share the learning are provided in Table 6.

TABLE 6 SITE CAPABILITIES AND PLANS FOR COMMUNICATING AND SHARING LEARNING

Site	Capacity	Plan
TCMP	Have adequately trained personnel on staff to undertake the task of communication with stakeholders and public education.	<p>Intend to continue community awareness through holding town hall meetings with stakeholders.</p> <p>Develop and implement education programs (newspaper articles, radio and television media)</p> <p>Continue education programs with the schools and other NGOs</p> <p>Disseminate information on TCMP regionally and internationally via website and social media sites.</p> <p>Maintain communication and continue networking with regional MPAs via email, internet fora, meetings, etc.</p>
WCCBMPA	<p>Increased understanding and effectiveness in community mobilization, participation</p> <p>3 or 4 persons in the group have attended relevant training</p>	<p>Mobilize steering and stakeholder committees</p> <p>Hold more public awareness meetings with key stakeholders: fishermen and yachtees</p> <p>Target schools in the area for an education campaign</p> <p>Market WCCBMPA through billboards and signs (zoning, demarcation)</p>
SMMA	Trained personnel on staff in adaptive capacity for MPA	Mobilize the Stakeholder Committee – utilise this forum to communicate

Site	Capacity	Plan
	<p>governance, covering climate change, EBM, strategic planning etc.</p> <p>Provide communications training for other staff members and Board of Directors.</p> <p>Collaborate with relevant ministries and agencies for assistance when needed.</p>	<p>directly with stakeholders.</p> <p>Develop and implement a communications plan for the SMMA Inc.</p> <p>Disseminate information on the SMMA regionally and internationally via websites e.g. CaMPAM, and social media sites e.g. Facebook.</p> <p>Maintain communication and continue networking with regional MPAs via email, internet fora e.g. caribbeanmpa.net, and meetings, etc.</p> <p>Activities initiated from MPA Governance workshop are being shared and carried onto other projects and activities occurring at the site and country level e.g. Strategic planning process, community sports group sharing information, etc.</p> <p>Make information available to assist other MPA countries in developing their communication on MPA management.</p>
MBMPA and SIOBMPA	<p>Persons capable of initiating communication/PA activities.</p> <p>Personnel able to share experience and knowledge on MPA Stakeholder consultations.</p>	<p>Communication specialist being sorted to assist with PA and sensitization.</p> <p>Capacity does not exist to assist and plan effectively the development and dissemination of information on MPAs in Grenada.</p> <p>Continued community involvement in MPA management using media (television, radio, print)</p>

## FINAL REFLECTIONS

Participants' final reflections on the MPA Governance project are provided below:

- From being involved in this project, one person now working with another project, SocMon, said: "It has given me confidence to be involved in other projects."
- One participant asked if there was going to be a follow-up workshop to see how MPA sites have been using the information – a post-evaluation of MPA capacity for governance. This is something CERMES would like to do.
- In responding to a query on whether the reports for follow-up activity were good design components of the project, participants stated that they worked very well. Other agencies have used this where countries are awarded a sub-grant to put into practice what they have learned. It was good allowing the countries to choose projects they wanted to do. But it may also have been good for sites to conduct similar project activities and compare results between sites
- In terms of the adequacy of resources and support available for undertaking the follow-up activities, participants noted that the support was very good. McConney noted that all sites spent wisely in follow-up activities. Having a project person on the ground (Zaidy Khan) to keep people on track was an excellent idea. The time span was short but the project concept was excellent
- Regarding a query from McConney about maintaining capacity and getting other MPAs on stream once Ms. Zaidy Khan, Marine Protected Area Specialist for the project left, Grenada participants indicated that they have been able to identify various needs. It was noted that Grenada needs to

build capacity through donors, MPAs, and projects. They are aware that there are projects that will require expertise in certain areas. “The project has laid down a roadmap for us on where we are moving from here. From time to time we will need experts to help. We need to keep in touch with TCMP and SMMA.”

- Given a hypothetical award of USD 50,000 per initiative, McConney asked participants to list the top three needs per MPA. These are provided in Table 7 below.

**TABLE 7 FUTURE NEEDS OF MPAS**

MPA	Needs
MBMPA	<ol style="list-style-type: none"> <li>1. Continue developing a well-represented MPA board and improve effectiveness</li> <li>2. Develop a strategic plan comprising business, communication and operational plans and MPA manager</li> </ol>
SIOBMPA	<ol style="list-style-type: none"> <li>1. Workshops to build co-management board capacity in governance and adaptive management. Create an enabling environment for improving board effectiveness</li> <li>2. Raising awareness of MPA stewardship and marine conservation in schools and via media</li> <li>3. Development of plans of various types</li> </ol> <p><u>Notes</u> Need people on the Board who can make a difference. If more of the Board is educated on the MPA-related topics, then they will have a better idea of what they should be focusing on. Board structure excludes people instead of including them. People on Board are concerned too much at times with their own interests and agendas than the collective good of the MPA.</p>
WCCMPA	<ol style="list-style-type: none"> <li>1. Add to training of personnel – wardens and administrative staff</li> <li>2. Issues like climate change may be included in the governance structure for WCCBMPA</li> <li>3. EBM in relation to WCCB – in terms of pollution and the rum factory. So some sort of participatory monitoring and evaluation and strategy to control pollution</li> </ol>
TCMP	<ol style="list-style-type: none"> <li>1. MPA management plan review, renewal and approval</li> <li>2. Investment for financial sustainability. Have been trying to do that but have been hindered by certain individuals. For example, we want to get kayaks but have been told that they will be stolen. Investment. Need private sector involvement to improve financial sustainability of the TCMP</li> <li>3. Training for office staff, boat maintenance, enforcement and security training etc.</li> </ol>
SMMA	<ol style="list-style-type: none"> <li>1. Fish stock assessment at SMMA and by extension examining and determining IUU fishing. The mechanism does not exist for St. Lucia to document and monitor IUU. Perhaps funding can address monitoring and data collection.</li> <li>2. Mapping seaward boundary of SMMA and CAMMA. The new agreement(s) to manage the areas will need to define the seaward boundary of CAMMA prior to a field exercise to map the boundaries and demarcate where necessary.</li> <li>3. Strategic Review of the SMMA and CAMMA (Agreement to Manage SMMA and Agreement to Manage CAMMA): The SMMA Inc. has been given responsibility to manage CAMMA however the Agreement to Manage SMMA which gave rise to SMMA Inc does not include or mention CAMMA. Also SMMA Inc. has to be designated as the Local Fisheries Management Authority to be legally responsible for enforcing Fisheries Act within the area</li> <li>4. Develop ByLaws, Management Plan, Communications Plan and Business Plan for SMMA and CAMMA which is managed by the SMMA Inc. The SMMA Inc. currently is governed by the “Agreement to Manage the SMMA” however the Bylaws, and plans have to be developed.</li> </ol>

MPA	Needs
	<ol style="list-style-type: none"> <li>5. Alternative livelihoods – address other pre-existing factors that displace fishers.</li> <li>6. Examination of value-added products</li> </ol>
All MPAs	<ol style="list-style-type: none"> <li>1. Caribbean MPA communications campaign to get the message out about MPA benefits, services to people and relate services in dollar value to politicians.</li> <li>2. Resource valuation of MPAs was required.</li> </ol>

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## APPENDIX: PROJECT PARTICIPANTS

Extracted from workshops 1-3: Nov 2011, Feb 2012 and May-June 2012; and writeshop Sept 2012

Name and affiliation	Workshop 1	Workshop 2	Workshop 3	Writeshop
<b>Grenada</b>				
Davon Baker – SIOBMPA Board	–	–	+	–
Roland Baldeo – Fisheries Division	+	+	+	+
Allan Clement – SIOBMPA Board	–	–	+	–
Norland Cox – MC&PM Affairs	–	–	+	–
James Finlay - Consultant	+	–	–	–
Christine Finney – Eco Dive, MBMPA	+	+	–	–
Natasha Howard - WCCB	+	+	–	+
Coddinton Jeffrey - MBMPA	+	+	+	+
Steve Nimrod – St. George’s University	+	–	–	–
Shawnaly Pascal - WCCBMPA	–	+	+	+
Jody Placid - SIOBMPA	+	+	+	+
Luther Rennie – SIOBMPA	+	–	+	–
Jeremy Telesford - WCCBMPA	+	–	–	–
Brian Whyte - SIOBMPA	+	+	–	–
<b>Saint Lucia</b>				
Nadia Cazaubon - SMMA	+	+	+	+
Allena Joseph – Department of	+	+	+	+

Name and affiliation	Workshop 1	Workshop 2	Workshop 3	Writeshop
Fisheries				
<b>St. Vincent and the Grenadines</b>				
Olando Harvey - TCMP	+	+	+	+
Kenneth Williams - TCMP	+	+	+	+
<b>SusGren Inc. and friends</b>				
Orisha Joseph – SusGren Inc.	–	–	+	+
Michele Megannety – SusGren Inc.	–	+	+	–
Emma Doyle – Consultant, CaMPAM- GCFI	–	–	+	–
John Pendergrass - ELI	–	–	+	–
<b>Resource persons</b>				
Zaidy Khan – CERMES-UWI	+	+	+	+
Patrick McConney – CERMES-UWI	+	+	+	+
Maria Pena – CERMES-UWI	–	–	+	+
Robert Pomeroy – University of Connecticut-Avery Point	+	–	+	–
Keisha Sandy - CANARI	–	+		–